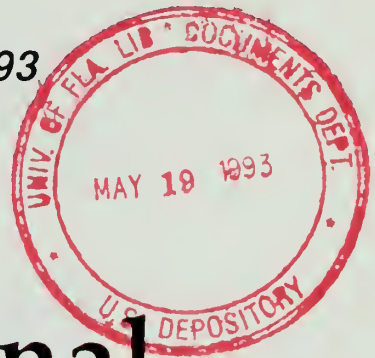


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USAREC

March 1993



Recruiter ^{"ARMY"} Journal

SERVICE OF CHOICE FOR AMERICA

QUALITY LEADERSHIP

- WHERE WE WISH TO BE

VISION

• Figure 8. Typical path of frustration.

Quality improves by
removal of special
causes

Stabilized

THE DEMING WHEEL



TQM 9
Page 9

$$UCL = \bar{X} + 3$$
$$LCL$$

$$\bar{p} = \frac{2}{6 \times 4 \times 5}$$

$$3\sqrt{\bar{p}(1-\bar{p})}$$

$$\sqrt{8.9}$$

$$= 17.01$$

$$.08$$

Don't do that!

Sexual harassment is a form of sex discrimination and thus is illegal. It violates the standards of honesty, integrity and impartiality required of all Army personnel. There is no place for sexual harassment in our Army or in our workplace.

The nature of the recruiting business puts us in the public eye daily. Any action which jeopardizes the public trust and confidence in us will have an adverse effect on our ability to accomplish the mission. Sexual harassment destroys a positive working climate and intimidates those who are harassed. Sexual harassment will not be condoned in this command, so don't try to test the system; if you do, you will lose.

The definition

Sexual harassment is a form of sex discrimination that involves **unwelcome** sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature, when any of the following occurs:

- Submission to or rejection of such conduct is made either explicitly or implicitly a term or condition of a person's job, pay or career.
- Submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person.
- Such conduct interferes with an individual's performance or creates an intimidating, hostile or offensive environment.

Any soldier or civilian employee:

- In a supervisory or command position who uses or condones implicit or explicit sexual behavior to control, influence or affect the career, pay, or job of another soldier or civilian employee is engaging in sexual harassment.

- Who makes deliberate or repeated unwelcomed verbal comments, gestures or physical contact of a sexual nature is engaging in sexual harassment.

The policy

Sexual harassment is not limited to the workplace, can occur at almost any place and violates acceptable standards of integrity and impartiality required of all Army personnel. It interferes with mission accomplishment and unit cohesion and will not be engaged in by soldiers or Army civilians.

This policy is applicable not only in dealing with individuals assigned to the U.S. Army Recruiting Command, but also in dealing with populations in which we recruit.

Everyone is responsible for and should examine his or her own personal behavior. The following is a personal behavior checklist:

- Does this behavior contribute to work output and/or mission accomplishment?
- Could this behavior offend or hurt other members of the work group subjected to it?
- Could this behavior be misinterpreted as intentionally harmful/harassing?
- Could this behavior be sending out signals that invite harassing behavior on the part of others?

Any person who is sexually harassed should make it known that such behavior is offensive and immediately report the harassment to the appropriate supervisor and/or chain of command. Prevention and awareness are the most effective means to eliminate sexual harassment. Training in the prevention of sexual harassment for managers, supervisors and employees is mandatory and will continue until all personnel are trained.

Vernetta Graham, *RJ* staff

The best rule of thumb is, when in doubt — DON'T!

USAREC Recruiter Journal

March 1993

FLARE

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The way I see it

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.

A recruiter (SFC Glenn W. Cole, Johnson City, Tenn.) writes:

Let's recycle all this paper we use. Instead of wadding it up and throwing it in the trash, let's put it in a box, along with old regulations, updates, memos, etc., to recycle.

If every recruiting station, company headquarters, battalion headquarters, MEPS, etc., did this, it would amount to tons and tons of recyclable paper.

This would decrease use of landfills and decrease waste. It would also show the civilian community that we are environmentally conscious.

The Chief of Staff responds:

Your suggestion to recycle paper used by the recruiting stations, company headquarters and battalion headquarters is a smart one. The cost of incinerating and burying trash increases each year.

Army Regulation 200-1 requires installations to promote waste reduction and, whenever cost effective, to use a recycling program. Although state laws vary in what materials will be accepted at landfills, urge all recruiting stations, company headquarters, and battalion headquarters to use recycling programs where available. Whenever recruiting offices are located near a military installation, the post recycling center can be contacted regarding how to participate in their recycling program. Offices located away from military installations are asked to cooperate to the extent practicable in recycling programs conducted by the civilian community.

All monies received from post recycling centers sales are returned to the installation, according to Army Regulation 420-47. After operating costs are paid, the activity can apply up to 50 percent of the remaining balance for pollution abatement. The remaining proceeds may be transferred to the morale support fund account.

Recycling benefits the environment and saves resources. Urge all recruiting personnel to participate.

How do you see it? Send your comments on the form on page 15.

Editor's note

■ A recent CHAMPUS news release incorrectly stated that "The daily rate for active-duty dependents for most hospital admissions that occur on or after October 1, 1992, is \$265." Unfortunately, the *RJ* printed that error in last month's Life Signs, page 23.

What the sentence SHOULD have said is that the \$265 rate for most civilian hospital admissions applies to **non-active-duty** dependents — that is, to CHAMPUS-eligible persons who are NOT the dependents of active-duty members (such as military retirees and their dependents, eligible surviving family members of deceased active or retired service members, and eligible former military spouse). They'll pay either the \$265, or 25 percent of the civilian hospital's billed charges, whichever is less.

As noted in the previous release, the family members of active-duty service members will pay a daily fee of \$9.30 for each day in a civilian hospital, or a total of \$25 for each hospital admission, whichever amount is greater.

DEERS requirements

■ In order to get your CHAMPUS claims paid, you must be "listed on DEERS." DEERS is the Defense Enrollment Eligibility Reporting System, a computerized data bank that contains (or should contain) the names of all active-duty, deceased and retired military sponsors and their CHAMPUS-eligible family members and certain former spouses.

This includes newborns who, with some exceptions, must be enrolled in DEERS before claims for

their care as CHAMPUS-eligible patients can be processed.

When a CHAMPUS claim is submitted to the claims processor, the processor checks to see if the patient who received the care is listed in the DEERS computer files as eligible for CHAMPUS benefits. If the patient's name doesn't show up on DEERS, the claim will normally be denied until the matter of eligibility can be cleared up (unless the documentation attached to the claim, such as active-duty orders and a copy of the patient's ID card, proves eligibility).

Active and retired military sponsors are automatically entered in the DEERS data banks — but their dependents are not. Sponsors must take action to enroll their eligible family members in DEERS.

If you are eligible to use CHAMPUS and you aren't signed up with DEERS, or aren't sure if you are, contact the nearest military personnel office and find out how to do so.

Remember, CHAMPUS doesn't make DEERS entries. That's done through the local base's military personnel office.

For information about DEERS enrollment, you may also contact the DEERS Telephone Center from

6 a.m. to 5 p.m. Pacific time, Monday through Friday, at the following numbers: 1-800-334-4162 (California only); 1-800-527-5602 (Alaska and Hawaii only); 1-800-538-9552 (other states).

ACAP reaches out

■ The Army Career and Alumni Program is reaching out to remote overseas areas, as well as overcrowded sites, with two new initiatives:

- Transition assistance packets for officers who are assigned to remote overseas sites and separating under selective early retirement or reduction-in-force; and
- "Surge teams" for installations and sites scheduled for a one-time, intensive draw-down.

The packets are being developed as a self-help tool. Each will include government and commercial reference materials, as well as a video that explains benefits and services available and teaches job-search skills.

The surge teams will deploy to installations and sites that expect heavy transition traffic on a short term. The teams will have portable data processing equipment and will

CONAP Stats

Brigade	Agreements for 1-31 Jan 93	Total CONAP Agreements
1st	92	1,811
2d	111	3,683
5th	132	1,979
6th	11	594

supplement the efforts of existing Job Assistance Centers.

ACAP officials expect to issue guidance on how to request the self-help packets and surge teams. For more information, call the ACAP headquarters at 1-800-445-2049, DSN 221-3591.

ARNEWS (From a PERSCOM release.)

Separation benefits improve

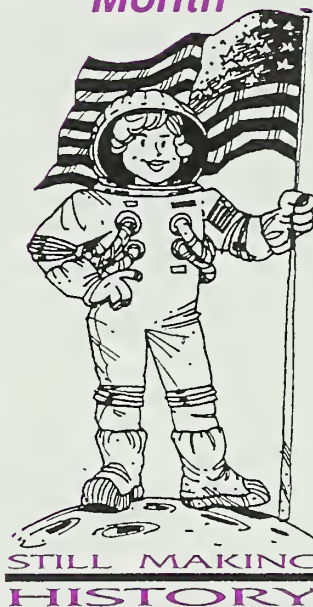
■ The 1993 Separation Incentive Program offers improved benefits from those given in past years. Among them:

- Continued enrollment of high school seniors until graduation in Department of Defense schools;
- Hiring priority in non-appropriated fund activities;
- Use of family housing for 180 days for those already in post housing and when locally approved;
- A 2-year extension on ID cards for commissary, PX and Morale, Welfare and Recreation facilities;
- 120 days' transition medical care;
- Montgomery G.I. Bill education benefits for soldiers not previously in the program;
- Transportation of household goods anywhere in the United States for soldiers with 8 or more years service; and
- Elimination of the mandatory pay offset for Voluntary Separation Incentive soldiers on Reserve status.

Soldiers should investigate exactly what transition benefits are available before choosing to separate from the Army, transition officials said. After the soldier is out may be too late.

ARNEWS

March is Women's History Month



Change of address

■ Avoid delays in getting your income tax refund check if you moved after filing your tax return. To process the change of address, send your name, old and new addresses, social security number and signature to the Internal Revenue Service center where you filed your tax return.

If you filed jointly, the same information is required from your spouse. If you move before you file, just change the information on the preprinted label on your tax package. Tax officials said tax bills sent to your last known address are legally binding, even if you never see them.

An easy way to let the Internal Revenue Service know you moved is to file an IRS Form 8822, "Change of Address." Call toll free 1-800-829-3676 for a copy.

Quick IRS telephone numbers

■ The Internal Revenue Service has a telephone number to answer almost any question you have. Some of the most important ones are:

- To order publications and forms, call toll free 1-800-829-3676;
- After allowing at least 8 weeks' processing, call toll-free 1-800-829-4477 to check the status of your refund;
- For answers to tax questions, call toll free 1-800-829-1040;
- To listen to recorded information on about 140 different topics, call toll free 1-800-829-4477; and
- For hearing-impaired individuals with access to telecommunication device for the deaf equipment, call toll free 1-800-829-4059.

IRS has military tax publications

■ Two IRS publications deal specifically with the military member and federal taxes.

IRS Pub 3, **Tax Information for Military Personnel and Publication 945**, and IRS Pub 945, **Tax Information for Those Affected by Operation Desert Storm**, are available free-of-charge. For copies, call toll free 1-800-829-3676 or write to:

Internal Revenue Service
Forms Distribution Center
P.O. Box 25866
Richmond, Va. 23289

Powerful telephone techniques

Successful selling depends on continually prospecting in each of your critical markets. While face-to-face prospecting is a powerful tool, telephone prospecting is the most cost-effective and time-efficient if conducted properly. Surprisingly enough, many people hate to use the telephone for a variety of reasons. Let's look at some ideas and techniques that will allow you to get appointments faster, confirm them earlier and how to really make the telephone effective.

The number one key to successfully using the telephone in obtaining appointments is your physiology. The person on the other end of the phone can only hear your voice. But through your voice they can hear how you express your personality. As a result, you should always smile into the telephone as you speak. Smiling while you are on the telephone helps to project a positive, upbeat personality. People can feel your smile, and it helps to create a more professional, positive attitude for both you and the prospect.

If you want to improve the effectiveness of your telephone prospecting, stand up while making your appointments on the telephone. When you stand up and smile while you're on the phone, your voice reflects a certain vitality, a certain sense of urgency and a sense of energy that is not there while you are sitting or slumped down on a chair.

Your best prospects are those people who are interested in upward mobility and career progression to remain competitive in our rapidly changing world. As a result, these bright and ambitious people, your best prospects, are those people who are usually very busy. They have many things they feel they need to do. They are usually preoccupied; they are goal oriented. The natural tendency of preoccupied people is to get rid of any-

thing that interrupts and distracts them, so that they can get back to what they were doing. Whenever you speak to one of your prospects on the telephone, you are an interruption. So your first job in the sales conversation is to break any preoccupation they may have.

To break this preoccupation, you have to say something to allow them to become totally focused on you. You have to discover an area where there is a need for your product, where they can use the benefits they will obtain from an enlistment or a commission into the Army or the Army Reserve. Develop opening questions or statements that will be strong enough to keep the

prospect interested in talking to you, questions that are sharp enough to cut right through to where the prospect has a felt dissatisfaction.

To find out what the prospect's need (or dominant buying motive) is, find out where he or she is dissatisfied with his or her current status or capability to achieve any future

goals. For example, if you are calling grads, it is important to find out if they are satisfied with the type of work they are currently doing. Perhaps they are not satisfied with the amount of money they are making. Or perhaps there is no room for career growth and upward mobility. If you are calling high school seniors, find out if they can accomplish any goals they have set for themselves. Goals such as skill training, educational pursuits, or a sense of achievement that only adventure training can provide. It is very important that you have this information since there can be no sale if there is no need. Always blueprint your prospect before the call, if possible. But if you do not have any information on the prospect, you can go ahead and make the call if you ask the right questions at the beginning.

Remember that the purpose of the telephone call is

The most cost-effective and time-efficient

to sell an appointment. Once you have found this dominant buying motive, you must develop an opening question or statement to actually sell the appointment. This statement must also be strong enough to make the prospect say, "What is it?" or "Yes, I will talk with you." It must always point to your solution for the prospect's problem. Never talk about an enlistment or commission. Deal with how your service will solve the prospect's problem.

After you have uncovered the prospect's need, use a good opening statement that deals with the result of an enlistment or a commission into the Army or Army Reserve, such as, "I have an idea I want to share with you that can help you to solve your problem."

You want your prospect to have an open mind when you call. This means that the prospect will say, "Yes" or "What is it?" and will talk with you. The statement in the previous paragraph allows the prospect to do just that. It allows him to say,

"What is it?" or "Tell me more." It creates the interest that is needed for them to agree to an appointment.

If you get a person who says that they are really not interested, you can use what is called the "Instant Reverse Close." This is a technique where you can say, "I didn't think you would be interested. That's why I'm calling." This catches them off guard, lowering their resistance. Then continue, "Many of the people I have talked to were initially not interested when I first called them. However, now they are very happy and satisfied with what they found out through visiting with me." This is a powerful technique. It uses social proof. And social proof is one of the greatest ways to reduce resistance to the sale. You may want to change this and mention the name of one of your satisfied soldiers with whom the prospect is acquainted instead of saying "Many of the people . . ." Using the name of someone who has already enlisted and whom the prospect knows and respects gives you great credibility.

What are you selling when you call to make an appointment? You are selling just a few minutes of time to share an idea, and this is why it is important that you let the prospect know that you will be brief. You also want to let the prospect know that there is no pressure and that you will give the applicant credit for being

able to make a sound decision. You can do this by saying, "It will only take a few minutes of your time. You be the judge. You decide whether or not this is the right thing for you." Say this to yourself and you will see that it implies no pressure, while giving the prospect credit for being able to make his or her own decision.

What should you do if the prospect says, "What is it?" This frequently becomes a roadblock that can detour you into giving part of your sales presentation on the phone, which is a big mistake. Yet, you don't want to hedge when you get this question since hedging destroys any trust, rapport, and credibility that you have already established. So what can you say?

A very good answer for this objection to agreeing to an appointment is to say, "Mr. Prospect, that's exactly what I would like to talk to you about. May I ask you two quick questions?" And then ask two quick questions. The important words here are "may I"

and "quick." You are asking for permission by saying "may I" and the word "quick" says that this conversation will be fast. Remember, too, that whoever is asking the question is in control. This means you remain in control to sell the appointment.

Occasionally you may get a request to mail the prospect some information. If you agree to do this you will never get the appointment. When you get this request, use the following phrase: "I have something I must show you." Then continue, "It will only take a few minutes of your time . . ." This is a very effective bridge to get back to asking for the appointment since it triggers curiosity on the part of the prospect. If you want to successfully sell an appointment, never agree to mail information when you are telephone prospecting.

There you have it. Structure your opening questions to gain a prospect's attention and find the prospect's need. Structure your conversations so that you can remain in control. Never give your presentation on the phone. And never agree to mail out information if you want to successfully obtain the appointment. These are powerful telephone techniques.

(This month's Training Tip is on the inside back cover.)

***Luck is what happens
when preparation meets
opportunity.***

— Elmer Letterman

First ever

To civilian practitioners of public affairs and education services, the two jobs are very different. But they overlap at HQ USAREC, and COL John C. Myers determined that "the twain *shall* meet."

At this year's Public Affairs and Education Services Specialist Conference, Myers had the chance to build a coalition between both specialists. In fact, the theme of the conference was "Building Coalitions," with a view toward the rest of the '90s and beyond.

Like so much else in the military, USAREC has been subject to cut-backs, and the resources that recruiters have been able to rely upon in the past (like advertising) are no longer available. This means recruiting must be able to better use the resources still available, like public affairs and education services specialists.

"We've taken some serious cuts in the advertising budget," Myers said. "So it has become more and more important for us to be able to use our public affairs assets, as well as our education services to get out in the community to interact with them. The more we can do in talking to the community members who influence young people, such as teachers and business leaders, the better we will be able to support the recruiter."

In two and a half days, the conference covered a lot of ground. Numerous presentations included the Army's parachute team, the Golden Knights; an overview of the Army Civilian Career Evaluation System

by Mr. Will Williams, chief of the Education Division at Headquarters, Department of the Army; Mr. Jim Morrison, national convention manager at HQ USAREC, who explained how to present an effective exhibition; COL Susan Cheney, commander of the the Recruiting



MG Charles W. McClain

Support Command, who described what RSC does to aid the recruiting effort; and Ms. Belinda McCharen, Oklahoma Department of Vocational and Technical Education, spoke on the future of vocational guidance counseling, emphasizing the importance of getting parents, business and industry involved in career development, especially in technical education.

With several "smart idea sharing" sessions, the conference organizers plan to develop a Good Ideas Handbook, to network creative energy. To help determine what functions participants should focus on, a customer panel presented questions and answers. Panel participants included a former battalion com-

mander, a company commander and first sergeant, and a station commander.

Guest speaker at the first conference luncheon, MG Charles W. McClain, chief of Army Public Affairs, encouraged participants to look beyond the way they've always done business.

"There is tremendous pressure these days for short-term returns, but we're in for long-term goals. What can we influence? In our work, we can influence the most important asset of this nation — our youth," said McClain.

Later, the conference broke into separate A&PA and education cells for specific workshops on issues and needs in each field. Finally, both groups reunited to discuss job descriptions and to give feedback on conference issues. "In a conference like this," said Myers, "it's important to get updated on developments in your particular professional areas and to discuss the materials you have available to perform your jobs better."

"We tried to bring in outside experts to give you new ideas on how to contact the right people in your communities. We also wanted to share good ideas — we are a nationwide command, and a conference like this helps individual units share successful local programs for the benefit of all our recruiters," Myers concluded.

Described as the first conference to combine both public affairs and education, Myers promised it would not be the last.

The world is watching

Cooperation between the United States and the Russian Armies was advanced when the commander-in-chief of Russian Federation Ground Forces, General-Colonel Vladimir M. Semenov, was briefed by MG Jack C. Wheeler, commander of the US Army Recruiting Command.



General-Colonel Semenov listens to MG Wheeler describe how USAREC recruits an all-volunteer army. (Photos by John Myers)

Semenov visited a number of Army installations at the invitation of GEN Gordon R. Sullivan, US Army chief of staff. The visit was part of the Army Chief of Staff Counterpart Visit Program, which enhances military-to-military relations and creates a “bridgehead to the future.” It recognizes the fact that relations with Russia will continue to be an important component of the US Army’s worldwide role.

The overall concept for Semenov’s visit to the United States entailed exposing him first-hand to the quality of the US Army and its role in American society. Semenov is an infantry officer with command experience at every level from platoon to military district. During his tour of US military installations, Semenov consulted with his counterpart, GEN Sullivan, on matters of mutual interest and met with senior US military officers.

Semenov’s itinerary included stops at Fort Richardson,

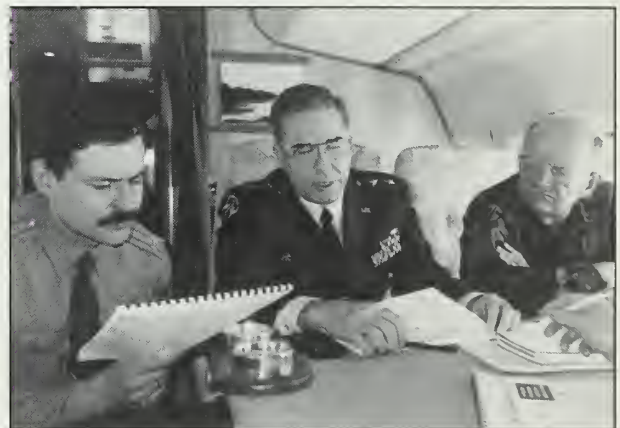
Alaska, the National Training Center at Fort Irwin, Fort Riley, Fort Leavenworth, Fort Campbell, Washington, D.C., and the Gettysburg Battle site. Semenov laid a wreath at the Tomb of the Unknown Soldier at Arlington National Cemetery before returning to Russia.

MG Wheeler joined Semenov’s group at the National Training Center at Fort Irwin, Calif., and flew with them to Fort Riley, Kan. Wheeler discussed how the US Army recruits an all-volunteer army. Although the US Army successfully transitioned to the all-volunteer concept in 1973, the Russian Army has a tradition of conscripted service.

The US Army was portrayed by Wheeler as a politically neutral, integrated component of American society, and he explained to Semenov the close relationship that exists between recruiters and the civilian communities they live and work in.

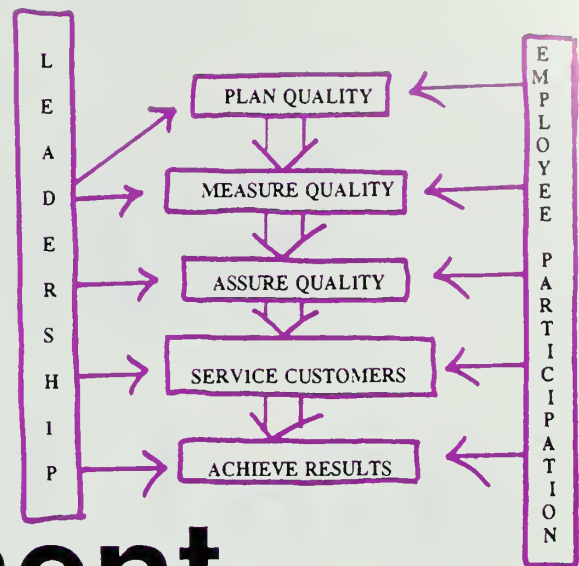
COL John C. Myers, director of Advertising and Public Affairs at HQ USAREC, accompanied Wheeler during the Semenov briefing.

“The CG is very pleased that USAREC’s efforts have not gone unnoticed in other countries,” said Myers. “He wants recruiters to know that they are the ones that make the difference, that it’s their work that causes other countries to sit up and take notice.”



With a Russian interpreter (left) on hand, MG Wheeler and GEN Sullivan brief Russian officers.

Total Quality Management



If you read the papers or watch the news these days, you already know that there is a quiet revolution going on in business. Major corporations such as Ford, General Electric, and Xerox, which had been business giants for much of the twentieth century, suddenly found themselves struggling to survive. The words “Made in America” stamped on a product merely meant you could buy it cheaper than its Japanese counterpart. Cheaper prices meant cheaper quality. Then American businesses started looking at the way the Japanese do business, and they looked first to the man who is credited with turning Japan’s post-war economy around, E. Edwards Deming. Did Deming’s concept of quality work? You know it did.

Deming was a Census Bureau statistician working in Japan after World War II when he first presented Total Quality Management, an idea that revolutionized the way Japanese management looked at productivity. Deming stressed quality rather than profit, with the avant garde notion that if business management works first for quality, profit will follow. In his book *Out of Crisis*, Deming proposed a “chain reaction” of quality: that if a business will improve quality, it will decrease cost and productivity will improve. The result will be that the business will capture the market with better quality and lower priced products, they will stay in business and provide more jobs.

Total Quality Management sounds like a simple, logical idea, so why was it so poorly received in America? According to Deming, American-style management makes each department, division and section responsible for its own “profit,” and that merit systems and annual performance appraisals force workers to please the boss, rather than the customer.

So Total Quality Management shifts the focus from profit to customer, with a trust factor that says, “If you build it better, they will buy.” Quality leadership means making continuous improvement to meet or exceed customer expectations, at every level, in every department, with every process, by using the scientific method to establish the systems and culture required.

Huh?

Simply put, *everyone* in the business must concentrate on improving *everything*, with some tests and measurements to let us know how we’re doing along the way.

So what does this mean for USAREC? Our stated vision is to become “America’s service of choice for youth and employers.” In order to do this, we must have identified key goals, which are:

- Provide the strength for the nation
- Increased market share of quality recruits
- Best in class (in terms of people, service to customers, enlistment options, accession processing, marketing and advertising)
- Low-cost producer
- Increased employer awareness
- Alumni placement and affiliation

It is with these goals in mind that USAREC is moving along the quality path. You may think this is another headquarters pie-in-the-sky idea, but other major industries have bought in and are reaping the profits because of emphasis on quality.

The following article is an in-depth look at the beginnings of USAREC’s move toward Total Quality Management. Read it carefully, ponder it, give yourself time to digest it. And then start looking around your area to see where you can buy into the process — look for small improvements and start the quality movement flowing.

Kathleen Welker, *RJ* editor

Survive and thrive!

Total Recruiting Quality — customer focused, people empowered, productivity driven

What does the word “quality” mean to you? And what does quality mean if you work in USAREC? By definition, a quality organization is effective, efficient and adaptable to its own future. USAREC is a quality organization and Total Recruiting Quality is USAREC’s leadership philosophy for continuing its success story into the 21st century.

Total Recruiting Quality is a change in the way we do business — a change that many other major industries have already made so that they will survive and thrive in a dynamic market. Total Recruiting Quality can increase USAREC’s productivity by focusing our work efforts on customer satisfaction delivered by a work force energized to satisfy the customer. The quality road is extremely challenging and long — but, for USAREC, the productivity reward will be great.

The Beginning

It started with *change*. USAREC’s quality management efforts began in the fall of 1991 when a group of USAREC soldiers and civilians, along with outside agencies, met to discuss the modernization concept of Recruiting 2000 (see the October 1991 *Recruiter Journal*). Additional meetings on change

were held, climaxing in the January 1992 Best of the Best Conference (*Recruiter Journal*, March 1992). Based on the findings of these conferences, three Total Recruiting Quality-oriented groups were formed to help formulate USAREC’s future: the Strategic Quality Council (SQC), the Strategic Planning Action Officers Working Group (SPAOWG), and the Total Recruiting Quality Directorate.

Strategic Quality Council

The SQC is the equivalent of an executive steering committee and was chartered to develop the command vision, strategic plan, and supporting command goals, objectives and initiatives. The SQC membership consists of all HQ USAREC directors and special staff section chiefs, plus the USAREC chief of staff, CSM and the RSC commander.

Strategic Planning Action Officer Working Group

The SPAOWG was formed to serve as an advisory group and “think tank” for the SQC. It is charged with studying and making recommendations to the SQC on strategic-level matters. Each directorate and special staff section is represented on the SPAOWG.

The Total Recruiting Quality Directorate

The Total Recruiting Quality Directorate was formed to assist commanders, directors and special staff with the Total Recruiting Quality implementation.

The TQM to TAQ to TRQ Link

Total Recruiting Quality (TRQ) is USAREC's leadership philosophy. It mirrors the Total Army Quality (TAQ) leadership philosophy of the Department of the Army. Total Army Quality is a derivative of the Total Quality Management (TQM) philosophy espoused by noted individuals such as W. Edwards Deming, Joseph M. Juran, Armand V. Feigenbaum and Philip B. Crosby.

Quality management/leadership doesn't have an end goal, as programs or projects do; rather, it is described by many as a journey stressing continuous improvement in an effort to always satisfy the customer. The Department of the Army has set into a regulation the course for its Total Army Quality journey and this regulation is the base for Total Recruiting Quality.

The Army Management Philosophy — TAQ

The Army recently redefined its management philosophy in AR 5-1 (Army Management Philosophy). Its eight basic management principles are:

- Top management leadership.
- Satisfying or exceeding customer requirements.
- Strategic planning.
- Training.
- Empowerment, teamwork, and Total Army involvement.
- Recognition and reward.
- Measurement and analysis.
- Continuous process improvement.

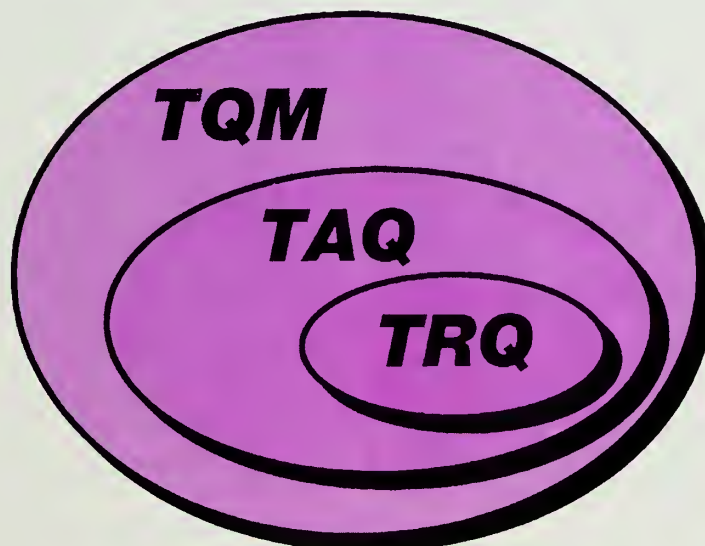
The Army publication, **Leadership for Total Army Quality Concept Plan**, addresses the implementation of Total Army Quality. The plan lays out a four-phase approach for implementing Total Army Quality and is designed for use by every Army organization. The document states that:

"Commanders and leaders at all levels will implement Total Army Quality by practicing the principles contained in AR 5-1." It further states that "Each organization should establish its own, unique quality management process . . . the intent is to provide leaders with maximum possible flexibility as they implement TAQ. . . ."

Top Leadership Commitment

In discussing each of these principles the importance of top leadership commitment to the TAQ cause cannot be overemphasized. Repeatedly, quality experts cite top leadership commitment as the one factor most critical to the quality philosophy being successfully integrated into an organization. David Kearns, Xerox Corporation chief executive

The Quality Link



officer during the 11 years it took Xerox to weave quality into the fabric of that company, was himself the greatest champion of the quality cause. How much more difficult would it be for a company without that commitment from its top leaders!

Satisfying or Exceeding Customer Requirements

Satisfying the customer is perhaps the most important of the eight principles. A customer is basically the person or element who receives your goods or services (sometimes referred to as output). There are internal and external customers. A recruiter's primary *external* customer would be the applicant, whose needs and requirements the recruiter must satisfy in order to successfully bring him or her into the Army. Success in this will also satisfy other, somewhat more removed customers such as the Department of the Army and the nation. *Internal* customers can be the people within our unit, in the next directorate, or at a higher or lower element within the command — anyone who receives an output from us (that is, a product or service).

Several important steps are linked with focusing on the customer's requirements:

- Identify a customer's needs and requirements.
- Assess the degree to which these needs and requirements are presently being satisfied.
- Assess what it will take to fully meet the requirements if they are not already being met.
- Develop a means of continuously measuring customer satisfaction.

Strategic Planning

Strategic planning is closely tied to top management leadership. Developing a long-range strategic view of the future allows an organization to shift from a reactionary way of doing business. Using strategic planning, the organization will shift to a more beneficial focus that allows the organization to develop logical plans that prepare it for the challenges of the future. The development of the strategic plan and associated subordinate annual plans causes an organization to look into the future to assess what the business (or recruiting) environment will be like and how to best prepare for success in that environment.

Training

Training in TQM principles and techniques helps people see that they can and do make valuable contributions to the organization through their feedback and expertise. This training helps bring about the cultural change and the shift in mindset that is necessary for the full benefits of the TAQ management philosophy to take effect.

Empowerment, Teamwork and Total Army Involvement

Empowerment is a key principle that emphasizes providing individuals and teams with the tools, training, knowledge, and authority to make decisions within their areas of responsibility. Empowerment acknowledges that individuals are capable of making decisions without having to elevate them to higher levels, which can result in delays and other inefficiencies. It places decision-making where the experience and expertise is found.

Empowerment does not mean anyone can do anything they desire. One quality expert,

Peter Koestenbaum, describes empowerment as:

Empowerment = Direction x Support x Autonomy

So intertwined are the elements of the equation that, mathematically, any one zero cancels the other two out. That is, empowerment can only be effected when all three elements are present (direction, support and autonomy).

Teamwork takes on greater importance under the TQM philosophy. The idea of performing tasks as teams vice as individuals eliminates the often destructive nature of competition where individuals work against each other.

Total involvement by all in the TAQ journey is often stressed as one of the significant aspects of successful journeys. All must "walk their talk," as commonly noted. Insincerity in adopting the TAQ philosophy can be deadly to an organization. Only with confidence and support will an organization continually improve.

Recognition and Reward

A very key aspect of the quality philosophy is the proper placement of recognition and reward in the organization. Of great importance here is the deter-

The goal is continuous improvement

Empowered People x Satisfied Customer = Productivity Increases

mination of key actions and behaviors that result in forward movement on the road to total quality. Once these are identified, then a reward and recognition system should be effected to reinforce these actions and behaviors. Regular recognition of success is a force multiplier that costs as little as taking two seconds to say "well done."

Measurement and Analysis

Measurement and analysis are the methods by which we will discover, develop, review, monitor, prioritize and improve processes, products, and services. Key to providing quality products and services to customers is determining where problems lie within a system, to study those problems objectively to determine their root cause(s), to fix the problem, and to monitor and adjust the process as required in the future.

Continuous Process Improvement

The final TAQ management principle is the idea of continuous process improvement, or *always improving your foxhole*. Closely linked with measurement and analysis, this principle focuses on continually seeking ways to improve processes for increased productivity and customer satisfaction.

Empowered People x Satisfied Customers = Productivity Increases

Total Recruiting Quality is USAREC's vehicle for enhanced productivity. This article describes the base of Total Recruiting Quality by explaining the Total Army Quality philosophy. More articles will follow, but don't wait for the next *Recruiter Journal* to begin your search for quality knowledge. Call the Quality Director and join the quality network!

Questions concerning anything in this article may be addressed to MAJ Minadeo, Total Recruiting Quality Director, HQ USAREC (RCQM), Fort Knox, KY 40121-2726. DSN 464-8915/8397, commercial (502) 624-8915; FAX (502) 624-8264.

MAJ Gary Minadeo, USAREC Quality Director

TQM at work in USAREC

Total Quality Management (TQM) is alive and working in USAREC. Between March 1992 to February 1993 a process action team was developed and set about the task of evaluating and revising the Recruiter Expense Allowance (REA) process.

When the team came together they were tasked to create a charter. The charter included a definition of the then-current REA process and a mission statement. The team's mission was to reduce the amount of time it took for a recruiter to be reimbursed for REA, and by doing this, the number of errors by recruiters would also be reduced.

The team went through precise steps to obtain an accurate assessment of the REA process and its problems. First, they reviewed and flowcharted how the other services conducted their REA. The team then sent out surveys to obtain recruiters' perceptions on the REA process. Fifty-six percent of the randomly selected 961 surveys were satisfied with the process, while 38 percent were not satisfied. The battalion team members then surveyed their recruiters on the amount of time it took from when the recruiters filled out their paperwork until they actually received a check. The cumbersome process was taking 30 to 35 days for recruiters to have a check in hand.

After reviewing all of the collected data, the team suggested revisions. They concluded that the elimination of the station commander's review of the recruiter's paperwork before it was forwarded to the budget office could reduce unnecessary administrative tasks. They also recommended eliminating the use of USAREC Form 776, which would significantly reduce the number of errors.

Now, the new process had to be tested. The process test had to be statistically measureable and accurate for it to be considered valid. So, from August to October the team randomly selected 18 battalions to record the amount of time the new process was taking. In November, all the data was computed and the conclusion was that the new process saved an average of 9 days and the number of recruiter errors was significantly reduced.

The new REA process will be in place by March 1.

The TQM process worked, noted John Tobakos of the Resource Management and Logistics Directorate, HQ USAREC. Tobakos was the team leader for the process action team. "The team conducted beneficial meetings that effectively utilized the time we were involved," said Tobakos. He noted it worked because there was a team effort; everyone had to make a contribution. He also noted, the new process was logical based on all the data gathered. "We put the responsibility at the level of the recruiter; they're the ones who actually know what takes place," said Tobakos.

The Test

1. Which regulations governs the processing of transfers from the IRR to a TPU?

- a. AR 140-10
- b. USAREC Reg 140-3
- c. USAREC Reg 601-96
- d. All of the above

2. Who is responsible for orienting company commanders, battalion commanders and other recruiters to the nurse program and follow-up on referrals?

- a. The ANC counselor
- b. The nurse recruiter
- c. The company first sergeant
- d. The brigade nurse operations NCO

3. A Lead Evaluation and Distribution System (LEADS) card for a 16-year-old respondent will be ____.

- a. forwarded to the recruiter for follow-up
- b. held in suspense until the individual becomes 17 at which time a management card will be issued
- c. forwarded to the battalion operations for determination
- d. discarded

4. All Inquirers to the LEADS who are determined Ineligible ____.

- a. are forwarded to the recruiter for actual determination
- b. are sent a letter of confirmation requesting clarification
- c. receive a letter explaining why they cannot be considered for enlistment at the time of inquiry
- d. are disregarded

5. Who is responsible for notifying a reserve unit if a referral prospect enlists, ensuring grade advancement and retirement points can be awarded?

- a. Any representative from the appropriate RS
- b. The recruiter of credit
- c. The appropriate USAR recruiter
- d. The RS commander

6. On USAREC Form 200-C, what information goes in Section 2 (DEP Orientation Data)?

- a. Enlistment options, MOS and educational incentives
- b. Enlistment period, MOS and all other related enlistment information
- c. Date the individual received DEP orientation and JOIN videos shown to the enlistee which correlate with the enlistee's enlistment option
- d. Date the individual received DEP orientation and enlistment options discussed

7. The lead source analysis for ADSW personnel will be collected from recruiter level up to battalion level using ____.

- a. USAREC Form 762
- b. USAREC Form 967
- c. USAREC Form 553-A
- d. USAREC Form 711-XXX

8. Who is responsible for the direct management of mission assignment?

- a. Battalion commander
- b. All commanders
- c. Company commanders
- d. CG, USAREC

9. The RS will present the inspection folder to ____ inspecting the RS.

- a. all personnel inspecting the RS including recruiter training personnel
- b. all personnel inspecting the RS excluding recruiter training personnel
- c. only battalion, brigade and HQ USAREC personnel
- d. only company and battalion personnel

10. The Intent of the school folders (UF 446 and UF 815) is to:

- a. provide a historical reference of past productivity
- b. provide a historical reference of present productivity
- c. provide a historical reference of past and present performance
- d. all of the above

11. The general LRL will be maintained by:

- a. each station commander
- b. a designated recruiter within the RS
- c. each individual recruiter
- d. the senior USAR recruiter within the RS

12. COI/VIP events may be hosted by individual recruiters or planned as RS projects.

- a. True
- b. False

13. On-site recruiter training is provided by:

- a. RS commanders
- b. the chain of command
- c. staff members
- d. all of the above

14. Which regulation establishes policies and procedures for training management within USAREC?

- a. USAREC Pam 350-4
- b. USAREC Pam 350-6
- c. USAREC Reg 350-4
- d. USAREC Reg 350-7

15. During temporary recruiter absences in a five-man recruiting station, ____ will accomplish DEP and DTP maintenance responsibilities on behalf of the assigned recruiter.

- a. the RS commander
- b. any recruiter designated by the RS commander
- c. the senior recruiter in the RS
- d. any recruiter designated by the assigned recruiter

(Answers to this month's Test can be found on the inside back cover.)

The way I see it . . .

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instruction on the back of this form, postage free. Please be as detailed as possible when citing examples for improvement. Recruiters, support staff and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

Teamwork: Working together as a team we can accomplish more than working as individuals. Share your vision for the future of the U.S. Army Recruiting Command. All forms are mailed to and received directly by the U.S. Army Recruiting Command Chief of Staff, Fort Knox, Ky.

HQ USAREC Fm 1825, 1 Jan 91

Fold here second and secure with tape

DEPARTMENT OF THE ARMY
HEADQUARTERS
U.S. ARMY RECRUITING COMMAND
FORT KNOX, KENTUCKY 40121-2726

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U.S. Army Recruiting Command
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1307 3rd Avenue
Fort Knox Kentucky 40121 2726



Fold here first

VHA

Were you one of the many service members whose variable housing allowance (VHA) rates increased 1 Jan 93? Have you ever wondered how these rates are determined? Did you know you may have had a direct impact on those rates? Let me explain.

What is VHA?

Simply put, VHA is an entitlement payable to service members who reside in high cost areas within CONUS and are authorized basic allowance for quarters (BAQ). The amount paid is based on pay grade, marital status and geographical location.

The VHA story

Nationwide surveys are conducted yearly to collect accurate and up-to-date information on housing costs (includes rent, utilities, maintenance, renters insurance) paid by uniformed service members. If you were one of those selected to participate in the Jul-Aug 1992 survey, your input was used to determine the current VHA rates.

Computation of VHA

VHA is the difference between the local median (middle) monthly cost of housing (as determined from the survey) and 80 percent of the nationwide median monthly cost of housing for the same pay grade. An example may help to illustrate this point:

	San Antonio, TX	Monterrey, CA
Aug monthly housing cost for E-6, w/dependent	\$678	\$986
80% of national median housing cost for E-6, w/dependent	\$602	\$602
VHA Payable	\$76	\$384

How do you do?

While the typical monthly VHA rate increased by 2.8 percent for 1993, the actual rate depends on pay grade, family size and local housing costs as compared with the national median. VHA rates for some areas of the country increased while others

declined. Here are some examples of rate changes for a few USAREC battalion locations.

WITH DEPENDENTS RATE		E-5	O-3
Monterrey, CA	92	\$320.35	\$393.24
	93	\$328.85	\$393.77
Atlanta, GA	92	\$149.57	\$158.36
	93	\$144.67	\$158.25
Des Moines, IA	92	\$78.28	\$105.40
	93	\$106.79	\$92.03
Baltimore, MD	92	\$249.54	\$319.04
	93	\$277.02	\$321.81
Lansing, MI	92	\$67.43	\$48.87
	93	\$77.64	\$7.83
Raleigh, NC	92	\$200.81	\$167.68
	93	\$185.06	\$169.17
San Antonio, TX	92	\$58.25	\$73.96
	93	\$73.60	\$80.29
Seattle, WA	92	\$208.86	\$317.52
	93	\$226.98	\$258.10

Total housing costs vs. VHA

While VHA helps to offset the cost of housing, it is intended to cover approximately 20 percent of the total monthly costs. BAQ covers about 60 percent leaving an out-of-pocket expense to the average service member of 20 percent. The percentage you pay out-of-pocket might be higher or lower than 20 percent since that represents an "average" percentage. The underlying intent of VHA is that all service members with the same rank and family size should pay the same out-of-pocket amount for housing, regardless of where they are stationed.

Future surveys

If you are selected to participate in the 1993 survey, take your time in filling out the survey. Use household records, receipts, cancelled checks, etc., to support your expenses. Be as accurate and thorough as you can. Other service members of your rank and marital status are counting on you since your input helps shape future VHA rates.

MAJ L. J. Hausser, HQ USAREC Resource Management & Logistics

LEADS

—even 1 out of 10 can mean success

About nine out of 10 “LEADS” prospects don’t pan out. But, is that bad? No, that’s not bad because it means that 1 out of 10 does. And that adds up to almost 20,000 LEADS prospects who will make it to the MEPS to test and/or access this year.

Very successful recruiters appreciate the value of the LEADS system and work it for all it’s worth. All of them are getting more than their fair statistical share of contracts from LEADS. A panel of proven over-achievers has agreed to share their LEADS experiences with you, along with a few tips on how to work LEADS referrals.

SFC Stephen M. Vaughn **RA Recruiter of the Year**

“LEADS are a big help to us because we can’t always obtain high school lists. And, when we do, sometimes the information is incomplete. We have a name but no address or telephone number, for example. LEADS prospect cards are often, if not always, complete. They allow us to make contact.

“I had one girl’s name on a list here, but no address or phone number. Her name appeared on a LEADS card with a phone number. We are now talking, and I consider her to be a good prospect, a prospect I might not have if I had not received the LEADS card. For whatever her reason, she never approached me when I was in her school, but she apparently responded to some Army advertising, and now I’m talking to her. I’m in contact, and, as we say in recruiting, ‘first to contact, first to contract.’

“I even got two contracts this week from old LEADS cards. The prospects initially said no when first called two months ago. I called them again, their circumstances were different, and I achieved results.

“I use the LEADS as a great source of contacts. First by phone, then once I’ve made phone contact, I work for the face-to-face contact. Also, the information on the

LEADS card gives me more than just a name and phone number. I learn from the card what interests the prospect has, skills training or education, for example. That gives me a starting point. When I first call I use that information to focus in on the prospect’s needs. It’s easier to obtain an appointment when you can demonstrate that you have something to offer that the prospect wants. And, I really believe that I do have something to offer.

“Sometimes I get multiple cards on the same individual. Usually it’s somebody who is after all the giveaways. But, that doesn’t bother me. I still know that I get a lot of contacts from LEADS, and they often lead to contracts.”

SFC Renee D. Kiel **USAR Recruiter of the Year**

“We get quite a few LEADS referrals, and we use them. We prefer to use them than the LRL because they are more productive. Probably one out of four LEADS referrals is a contract.

The best thing it does for me is give me a point of reference, something to talk to the prospect about—even if we’re just talking about the free gift he might have received. I feel that if I have something to talk to the prospect about and build rapport, I can usually obtain an appointment. Then, in the face-to-face meeting I’m able to do my recruiting. With a LEADS referral I still have to do all the qualifying and screening, but it is a contact and a good starting point.”

SFC Charles M. Adams **USAR Nurse Recruiter of the Year**

“The LEADS referrals I get, I call. Very few are old contacts but usually new, sincerely interested prospects. Right now, I’ve got 12 LEADS-referred nursing students waiting for their state board results to process. I find very few LEADS referrals are unwilling to make an appointment.

"LEADS provides me with a starting point. I've gotten very good conversions from LEADS, much better than with other lists I have. I rely on personal contact for the contract, but I rely on the LEADS for the initial contact in many cases. Then, once I make personal contact, I find that what the Army Reserve has to offer nurses practically sells itself. I then ask the nurses I've recruited through LEADS for referrals to their friends and classmates, and I get more contacts."

SSG Robert H. Carr

New Recruiter of the Year

"When the LEADS card comes in, I always make contact with the prospect within 24 hours. I've had pretty good luck with them. When on the phone with a LEADS prospect, I always try to arrange a face-to-face meeting with him. That's always very important for me. When I first contact them by phone, I discuss their interest based on the information on the LEADS card. If nothing else, I talk about the free gift they're getting.

I've found that about 80 percent of the LEADS prospects are interested in something about the Army. The rest just wanted the free gift, or they're just not interested. I find the LEADS referrals are important to me because otherwise I might not have ever made contact with the person, even if he or she is someone I might have seen in school. They may have seen me in school but did not approach me for one reason or another. I feel the LEADS referrals are a way of making contact with new prospects."

SFC Mary L. Cunningham

RA Nurse Recruiter of the Year

"We get a lot out of the LEADS referrals. For us they are usually new people whom we have not yet had contact with. A lot of them are working nurses, who are much harder to make contact with than students are. We easily meet students in our visits to the school.

I would say that two out of 10 LEADS referrals are good for us—by this I mean very interested and qualified people. That's a good percentage, especially since they are new contacts."

LEADS referrals are far from being a sure thing for the recruiter. Some referrals are not interested. Some are repetitions. And, many of those LEADS prospects who are interested might not be qualified. The recruiter must still do the recruiting, and that's the big part of the job. But, LEADS does provide lots of good first contacts for the recruiter. Contacts that in most cases the recruiter might not have otherwise been able to make — about 200,000 contacts this year, and that's not bad.

SFC Rick Maleck, HQ USAREC A&PA

How LEADS works

LEADS cards are generated from a number of sources: direct-mail advertising, hip-pocket letters, business reply cards from magazines, 1-800-USA-ARMY/USAR phone numbers and others. In all cases, the LEADS cards recruiters receive are the direct result of an inquiry that was sent to the fulfillment house in Pennsylvania.

The fulfillment house then screens the inquiries as best it can to eliminate obvious ineligible (too young or old, etc.), sends recruiting information and free gifts (when appropriate) to the prospect, and mails the LEADS card to the closest recruiting station to where the prospect lives according to the information the prospect provides. Last year almost 350,000 inquiries were received.

More than half of the inquiries were the result of direct mail advertising. Direct-mail advertising is aimed at two different audiences, NPS and special programs.

The non-prior service audience is made up of high school juniors, seniors and recent graduates. The names come from the JRAP list, which is also provided to recruiters. Special programs include nurses, doctors, lawyers and chaplains.

Recruiters can help themselves receive their LEADS prospect cards in a timely manner by ensuring that their RSID information is up to date in CIMS. That includes correct address, telephone number, zip code and assigned RZA codes. Ensure changes are made immediately through your chain of command.

There are 12 direct mailings planned for this fiscal year. This schedule is provided for your planning purposes.

February 1993

RA New Grad
USAR High School Juniors
USAR High School Seniors
RA/USAR BSN Nurses

March 1993

RA Grads (an older list than RA New Grads)
USAR Grads

April 1993

RA High School Seniors Follow-up/New names
USAR RN Nurses

May 1993

RA High School Juniors

June 1993

RA Grads (a second mailing to different names)

August 1993

RA High School Seniors

September 1993

RA/USAR BSN Nurse Students

Reserve partnerships

— *what's in it for you*

Partnership. What does it mean? Webster's definition is "the relationship of partners; joint interest."

Great. But what does it mean to *recruiters*?

According to MAJ Melayne Arnold and SGM Michael Gintz, Office of the S-3 (USAR) at 5th Brigade, it means recruiting people working with Army Reserve people and both parties benefiting.

"The Recruiting Partnership Council, or RPC, is an opportunity to resolve issues unique to recruiting for the Army Reserve," Arnold said.

Brigade-level councils include representatives from recruiting battalions, USAREC, major Reserve commands, US Army Reserve Command (USARC) and Forces Command (FORSCOM). That's a lot of brass, all of whom are in the position to dictate and change policy.

"If we in recruiting have a good working relationship with reserve units, in some way we can effect a positive direct impact on our recruiters," Arnold said.

A recommendation from 5th Brigade's November 1992 RPC was that FORSCOM allow soldiers to enlist into the referring TPU, as long as they are MOS qualified, want that unit and a valid vacancy exists.

Whereas brigade- and battalion-level RPCs are required, company-level councils are not directed but are recommended by brigade commanders, she explained.

According to Gintz, company-level RPCs give company commanders and recruiters a chance to network with potential COIs . . . and that equates to recruiter support.

"There are a lot of high school teachers in the Army Reserve," Gintz said. "a principal in the USAR is going to be receptive to allowing recruiters into the school and is going to fully support the ASVAB."

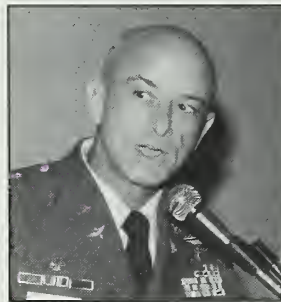
"Recruiters feel the RPCs should be powered down," Gintz added. "The way to do that is with company-level RPCs. There, you have company commanders and first sergeants talking to local reserve unit commanders, administrators and first sergeants. A lot of soldier issues can be worked at that level."

"If we have the right people talking to each other," Arnold added, "we have everything. Station commanders and recruiters often go into the TPUs and teach leadership skills to the units' junior NCOs. Those NCOs are then better trained to keep the delayed training program (DTP) soldiers motivated and interested in the Army until they ship to basic training."

Retaining the soldier in the TPU is enough reason for

the partnership concept. But there are others, according to Arnold.

At 5th Brigade's last RPC, COL Johnnie Hitt, brigade commander, thanked several reserve units for a few of those other reasons. Hitt recognized several TPUs for their assistance in providing access to their facility for mega-DEP functions, drill instructor support, making space in the USAR center for a USAR recruiter and for quality leads and referrals.



COL Johnnie Hitt

or six young people working for him in the plant who could qualify for reserve duty as laundry specialists. It was just a matter of matching that recruiter up with the prospects," Arnold said.

The biggest advantage — the one with long-range affect — is the company commander and recruiter's opportunity to gain COIs, Arnold added.

"Company commanders have a new COI with that TPU commander. That reserve unit has administrators, educators, bankers, councilmen and women, and many, many other prominent members of the community in its ranks."

"Think of the possibilities if you have just one McDonald's manager in that unit. He or she has contact with hundreds of young people. If the company commanders and recruiters have taken the time to visit the TPU, get to know its members . . . if they have met that McDonald's manager . . . they're going to get referrals," Arnold stressed.

"Networking with TPU members gives company commanders the perfect opportunity to talk about coalition building and the Army Employer Network," she added.

Yes, it takes time to visit TPUs, to attend drill weekends, and to host company-level RPCs. But, that time is a sound investment and one with high dividends for the recruiter.

That's what partnership means to a recruiter.

LuAnne Fantasia, 5th Brigade A&PA

Delta Dental changes April 1st

— Congress OKs new dental program

Congress has authorized the secretary of defense to develop and implement an improved Dependents' Dental Plan (DDP). The new plan is expected to take effect April 1.

The new DDP will cover everything the current one does — exams, x-rays, cleanings, sealants and fillings. But expanded benefits include root canals, gum treatment, crowns, bridges, dentures, oral surgery and braces.

As with commercially available dental insurance, the new DDP will have annual maximum benefit limits per patient and sponsor co-payments. There will also be a lifetime maximum per patient for orthodontic care.

There will be automatic enrollment into the new DDP for all continental-U.S. assigned servicemembers who have family members and who have 24 months remaining in service. In this case, CONUS includes the U.S. Virgin Islands, Guam and Puerto Rico.

The minimum enrollment period is 24 months, except for current enrollees. All sponsors currently en-

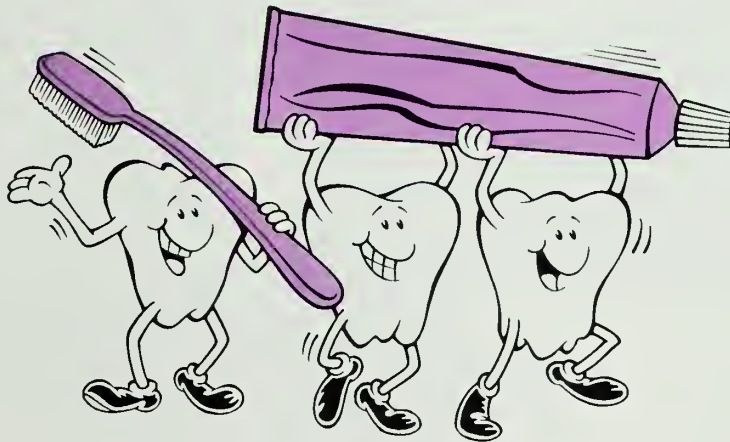
rolled in the DDP will be automatically enrolled, regardless of their time remaining. Troops who aren't automatically enrolled, but who intend to serve 24 or more months, can enroll at their local personnel center.

A one-time disenrollment period will begin 1 month before the new plan's start date, and continue 4 months after. Servicemembers who want to disenroll will receive a full refund of all premiums deducted, as long as the program has not been used since the implementation date. Using the DDP during the disenrollment period

will constitute acceptance of the plan.

Premiums for the new plan are \$9.65 for a single family member and \$19.30 for two or more family members. For an implementation date of April 1, deductions will begin in March. Eligible sponsors should be receiving a DDP benefits letter in February or March. Specific dental benefit coverage levels will be available through service personnel activities and health benefits offices in March.

ARNEWS



*From
coast
to
coast,
what's
happening
in
our
battalions*

■ Syracuse Battalion is busy with the "We're Still Hiring Campaign." SFC Chester Witkowski climbs the ladder to hang the new banner inscribed "U.S. Army We're Still Hiring." SSG Lance Walls assists with some banner-hanging advice. (Photo by William B. Knowlton)



■ Sacramento Battalion recently conducted its annual Mega-DEP event in Dublin, Calif. BG Robert W. Roper, deputy commander of USAREC, joined over 500 DEP and DTP members, guests and military in attendance at this highly successful event. DEP members and guests had an opportunity to tour the Parks Medical Training Site, Calif., and see some of the Army's most modern medical equipment in a fully functional, 100-bed field hospital. (Photo by Tom Blackwood)

■ Raleigh Battalion retires a sergeant major. SGM Larry James recently retired from the Army after 27 years of service, 21 of those years in recruiting. MG Jack C. Wheeler congratulates James during the retirement ceremony; Mrs. Sonya James looks on. "There's no such thing as instant success," James said, "you must put your time in." (Photo by Sara Kirk)





■ Buffalo, N.Y., Mayor James D. Griffin chats with COL Cardell S. Hunter, 1st Brigade commander, after proclaiming November Stay in School/Stay off Drugs month. (Photo by Garry G. Luke)



■ LTC Raymond R. Crawford Jr., commander of Brunswick Battalion, and SGT Terry Dennis of Norwood Station present SPC Ilina Orsino with the Army Achievement Medal before a New England Patriots football game. Orsino is an Army Reservist and a Patriots cheerleader; she often goes with recruiters to high schools to talk about Army opportunities. Orsino enlisted to learn English and she says the Army taught her that and much more. (Photo by James Crowley)



■ Tampa Battalion hosted a Mega-DEP for approximately 250 DEP members. MSG Pablo A. Ramirez judges a contestant during the push-up competition at the Mega-DEP. (Photo by Ron Horvath)

Mission of love

■ In August, Aurora Recruiting Company (ACE) recruiters and their families gathered at the Brunswick Heather Ridge Lanes in Aurora, Colo., determined to raise money for a special cause. They were there to kick off the ACE's all-night bowl-a-thon to raise \$3,715 for SSG Farrell Winemiller's son, who has cerebral palsy.

Winemiller and his wife, Andrea, were saving for the purchase of an infant abductor wheelchair for Matthew. The chair is a customized wheelchair that will be tailored to his size. It provides mobility and therapy, by forcing



Matthew enjoys his new chair, as parents SSG Farrell and Andrea Winemiller look on. (Photo by Aurora Company)

Matthew to use and build muscle groups in both arms, said Winemiller.

CPT David Francavilla, Aurora Company commander, offered his support by organizing the all-night bowl-a-thon. Weeks before the event, off-duty recruiters and family members solicited one time donations and pledges.

The bowl-a-thon began on a Friday at 4 p.m. Every lane in the house was occupied by the recruiting company. A Denver news helicopter pilot, donated his bowling skills and his helicopter as a prop in the parking lot to draw attention to the center.

Seventeen hours later, a handful of exhausted and delirious bowlers finished the bowl-a-thon as the \$3,715 goal was achieved early Saturday morning.

"There really isn't any way Andrea and I can properly thank CPT Francavilla and everyone else for what they did. All I can do is let them know that they will be giving a great little 3-year-old boy something he desperately needed but couldn't afford. It'll be a wheelchair he'll have for years, but this experience is something we'll remember and be grateful for, for a lifetime! Thanks to everyone who helped!" said Winemiller.

Vickie Martinson, Denver Bn A&PA

Sharing a pet

■ SFC Gary Watters, Salt Lake City Battalion, and his wife wanted to do something for the local community at Christmas this year. Watters and his wife breed and show German Shorthaired Pointers. With the help of other breeders, Share-a-Pet was organized.

Share-a-Pet is an organization consisting of pet owners, breeders, show people and groomers. It is their primary desire to make the public more aware of dogs, although other pets are not excluded from the club. "We want to show them how useful our pets can be," said Watters.

At Christmas the group organized a get-acquainted night at Primary Children's Medical Center (Utah) for the children and dogs. The dogs have been enrolled in a physical therapy program with the hospital. The program was initiated to provide an alternative means of physical therapy for the children. For example, petting the dogs is one form of physical therapy. The dogs are owned by local citizens and rotate through the physical therapy department on a weekly basis as they are needed.

Although the Share-a-Pet group is still in the organizational stages, they are doing great things for the community.

Debi Kemp, Salt Lake City Bn A&PA



Youngsters at Primary Children's Medical Center meet canines who will be working in the Physical Therapy Department. (Photo by Gary Watters)

Economy hurts enrollment

The fact that the economy is forcing more people into 2-year schools means we should prospect there, we should try to get dropout lists at both, and we should talk about ACF in terms of buying power at 2-year schools. On the federal assistance, we should talk about LRP and ACF.

Enrollments in 4-year colleges in areas of the country hit hard by the recession have dropped. Enrollments in 2-year colleges in those areas have increased.

American Council on Education

College costs will climb in '93

In the 1993-1994 school year, tuition and fees at public 4-year universities are expected to jump 10 percent, while tuition and fees at private 4-year post-secondary schools should grow 7 percent. Public school officials say the increases are due to a reduction in state subsidies. Private school administrators blame rising health care costs, cutbacks in research grants and private donations, and the need to complete deferred maintenance. *Money Magazine Guide to Best College Buys*

Less federal assistance for students

Over the past decade, the federal share of aid for college students has dropped from 85 percent to 75 percent. In 1989 and 1990, federal aid to college students failed to keep pace with inflation, reducing the purchasing power of college students by \$118 million. The shortfall is alleviated to a degree by increases in state loans and grants from the institutions themselves. State grants now account for 7 percent of the total aid pie, up from 5 percent a decade

ago. Institutional and other grants contribute 18 percent of funding, up from 10 percent.

College Board

Banks limit student loans

More than two-thirds (69 percent) of U.S. banks limit the number of student loans they issue. The reason? A high default rate. The average default rate among the banks that limit loans is a frightening 23 percent. The same number of banks would reduce the number of student loans they issue even further if federal lending regulations are tightened, and 4 percent would exit the field entirely.

Consumer Bankers Association

I've got your number (not!)

More Americans are electing to keep their phone numbers unlisted. Nearly 28 percent of all households with telephones have unlisted numbers today compared to 21.8 percent in 1984. With 9 of the top 10 unlisted metropolitan statistical areas in the country, California is far and away the leading state for unlisted phone num-

bers. San Diego exhibited the largest percentage growth in unlisted phone numbers, up 35 percent between 1984 and 1991.

Survey Sampling, Inc.

Platoon Sergeant RZAs

The Platoon Sergeant Program is in full swing. The Portland Battalion will begin operating under the platoon sergeant concept on July 1, 1993. For your information, the following criteria are currently being used to establish platoon sergeant zones:

- 30 DoD GSA per recruiter
- Approximately 150-400 HSSRM per recruiter
- Platoon sergeant driving time to each station less than 2 hours
- CLT driving time to each station less than 4 hours
- 8-15 recruiters per platoon
- 2-5 stations per platoon.

We're looking forward to visiting your battalion. Questions or comments? Call 1-800-223-3735, extension 4- 0776.

Top 10 Unlisted Metropolitan Statistical Areas (MSA)

UNLISTED MSA	1991	1984*	CHANGE
1. Oakland	60%	49%	22%
2. LA/Long Beach	60%	52%	15%
3. Las Vegas	60%	59%	1%
4. San Jose	59%	49%	21%
5. Fresno	59%	51%	17%
6. Sacramento	56%	47%	19%
7. Riverside/San Bernardino	55%	47%	8%
8. San Diego	55%	41%	35%
9. Anaheim/ Santa Ana	54%	48%	14%
10. Oxnard/Ventura	53%	46%	16%

*1984 was the first year SSI began unlisted rate analysis.

Source: **Survey Sampling and Research Alert**

Hot messages

RECUSAR message 93-002, Parts I & III: Part I, **SPLIT Training Program Phase I Reservations**, allows guidance counselors to enlist Phase I individuals into any MOS that appears on USAR REQUEST.

Part II, **SPLIT Training Phase II Reservations**, provides instruction/guidance for making those Phase II reservations. The USAR ROC is there to help!

RECUSAR message 93-004, **Holiday Shippers**, provides the non-ship dates for FY 93. Anyone who has a shipper scheduled for one of these dates must move the shipper to another date:

10 Mar 93
31 May 93
9 Jun 93
5 Jul 93
11 Aug 93
6 Sep 93

RECUSAR message 93-006, **Duplicate Reservations**, this message listed individuals who hold two or more training reservations.

This is a training seat alert! Guidance counselors at all levels must assist in eliminating training seat waste. When an individual holds a USAR training reservation and wishes to process for Regular Army, the USAR reservation must be cancelled immediately. Duplicate reservations are a violation of USAREC Reg 601-96.

USAREC message 93-008, **Individual Ready Reserve Transfer Program**, this message was sent to the field as a reminder of required procedures. Request that everyone take time to review the message and check Station Operations Update (Jan 93) for the latest up to date version of USAREC Reg 140-3.

a. Recruiters are required to screen all transfer applicants

against AR 140-10, paragraph 4-28, tables 4-1 and 4-2. The narrative reason for separation that is listed on the DD Form 214 (item 28) or assignment orders is what dictates the qualification for reassignment. If the applicant is listed on the current Consolidated Leads Lists (IRR Density List) and the character of service is "O," the individual is considered qualified for transfer.



b. The recruiter is required to check/verify the current height and weight of all applicants and post results to the DA Form 4187. Only current (within 10 days of signing DA Form 4187) tape test results will be accepted; USAREC personnel are not authorized to perform tape tests.

c. USAREC Reg 140-3 lists the authorized documents for transfer and requires two additional forms of identification. A U.S. passport and/or state issued identification card (in lieu of a driver's license) are the only documents that may be added to the authorized list without an exception to policy.

d. Under no circumstances will an applicant be requested or allowed to sign the USAREC Form 1028 prior to accepting his/her choice of unit selection/assignment as reflected on USAR REQUEST. Pre-signed documents will be treated as a possible recruiting impropriety and investigated as such.

e. The station commander is required to verify that the applicant desires to transfer to a TPU by

signing paragraph 5 of the USAREC Form 1028. A change to this policy has been mandated with the USAREC Platoon Sergeant Test Program. Recruiting stations that are under the platoon sergeant concept will have the platoon sergeant perform the verification duties of the station commander. In all cases the station commander or platoon sergeant will verify (in person or telephonically) that the applicant desires to transfer to the TPU listed on line 1a of USAREC Form 1028 prior to signing. A new USAREC Form 1028 will be published in January 1993 (see Station Operations Update).

f. Guidance counselors are required to verify all documents, place a check mark in the block stating "has been verified," and sign DA Form 4187 in section V at time of reservation. Entering false data into the ARBILD is a violation of USAREC Reg 601-96.

g. Exceptions to policy are based on merits of a particular case. Under no circumstances will exceptions be considered as the normal procedure. When an exception to policy has been granted, the USAREC control number will be listed in the upper right hand corner of the DA Form 4187. All requests for exception to policy will be routed through brigade operations.

Questions and comments

If you have a question or idea you want to share, write us. Please be as detailed as possible.

HQ USAREC

Director, Reserve Affairs

ATTN: RCRC-PPS-TIPS

Fort Knox, KY 40121

POC is MSG Hirnikel, 1-800-223-3735, extension 4-0873.



Gold Badges



ALBUQUERQUE

SFC Theodore R. Sutton
SGT Michael R. Casher
SSG Harlan W. Dobbs
SGT Daniel D. Bratt

ATLANTA

SSG Randall G. Baker
SGT Calvin L. Barnes
SSG Jeremiah H. Barnes

BALTIMORE

SSG Velma J. Blunt
SGT James M. Jones
SGT Beverly K. Tikiob
SGT Michael D. Bell
SSG Luis R. Ortiz
SGT John L. Martin
SSG Betty Wright-Foster

BECKLEY

SGT Steven C. Osborne
SSG James J. Fortuna
SSG Terry H. Dellinger
SGT Mark C. Black

BRUNSWICK

SSG Darrell F. Kemp

CHICAGO

SFC Peter Sevilla III

COLUMBIA

SSG Norris Johnson

COLUMBUS

SSG Zachary J. Jenkins

DENVER

SSG Joseph A. Barros
SSG Rodney N. Laughlin

DES MOINES

SGT Gregory S. Valrie

HARRISBURG

SGT Keith A. Mann

HOUSTON

SFC Cynthia G. Surles
SGT Rock E. Mircovich
SGT Shawn M. Clarke

JACKSONVILLE

SSG Bruce D. Seale
SSG Andrew Huenink

KANSAS CITY

SSG Patrick A. Brown
SGT Darryl R. Wheeldon
SGT Rodney W. Simpson

MIAMI

SSG Angel Hernandez

MILWAUKEE

SSG Bruce R. Fischbach
SSG Glen E. Economy

MINNEAPOLIS

SGT Lynn E. Drain
SFC Terry G. Stirewalt

MONTGOMERY

SSG Chester Craig

NEW ORLEANS

SGT Cedric Silverman
SFC Michael Chinigo

OKLAHOMA CITY

SSG Patrick L. Brown
SSG Mark A. Flowers

PHOENIX

SSG Denis J. Granquist
SGT Roberto Godreau

PHILADELPHIA

SSG Daryl L. Dukes
SGT Heribert Miranda-Lugo
SSG Javier Rivera-Velez
SSG Mae D. Menton
SSG Michael K. Burch
SGT Rufus Mahoney

PITTSBURGH

SFC Raymond E. Addis
SGT Michael S. McCarthy

PORTLAND

SFT Regin W. Snatchko
SFC Patty A. Pagel-Day

RALEIGH

SGT Joey D. Chipman
SGT Calvin J. Erickson
SSG David C. Boyer
SGT Robert L. Lowe

SACRAMENTO

SSG Marc D. Breezee
SSG Edgardo D. Academia
SSG Rickey L. Dinnella

SAN ANTONIO

SSG Juan Juarez

SEATTLE

SFC Evelyn A. Pigue
SSG Julius M. Tepp

ST. LOUIS

SSG Paul E. Hunt
SSG Ronnie L. Wilson
SFC Jerry L. Britton
SSG Lonnie Dean
SSG David P. Byrd
SSG Michael G. Jackson
SSG Theodore Brown

TAMPA

SGT Samuel E. Dawsey
SGT John S. Howell
SGT Thomas L. McDiffitt
SFC Jose O. Torres-Salgado

Rings

ALBANY

SSG William Sinnett
SFC Clarence Achane Jr.

ATLANTA

SSG Tony O. Twine
SFC Angel Maldonado
SFC Jose A. Rivas-Rivera
SSG Charles H. Largent Jr.
SSG Jasper L. Bembry
SFC Samuel L. Woods

BALTIMORE

SFC Jeffery W. Shamp

CHICAGO

SFC Raymond B. King

CLEVELAND

SSG Jesse O. Anderson Jr.

DES MOINES

SSG David T. Peterson
SSG Jamie D. Huffman

INDIANAPOLIS

SSG Daniel L. Anderson
SSG Gregory C. Williamson
SFC Ernest L. Brashear

JACKSON

SFC Artice O. Bryant
SFC Mary A. Riddick
SFC Alphonsa Green

JACKSONVILLE

SFC Cynthia E. Burke

LANSING

SFC Joseph C. Solano

MIAMI

SFC Carlos Borges
SSG Jose Tirado
SSG Ronald Franklin

MONTGOMERY

SSG Foy R. Dix
SGT Kenneth Day

OKLAHOMA CITY

SSG James C. Brandon
SFC Geroge S. Townsend
SFC Glen A. Bickham

PHOENIX

SFC Michael A. Williams
SSG Martin R. Wells

PORTLAND

SFC Stephen D. Chamberlain
SFC Dailey C. Ray

SACRAMENTO

SFC Cleveland Evans

SALT LAKE

SFC Luanne N. Chucci

SAN ANTONIO

SFC Jesus Quiroz
SFC Donald J. Albrecht Jr.

SEATTLE

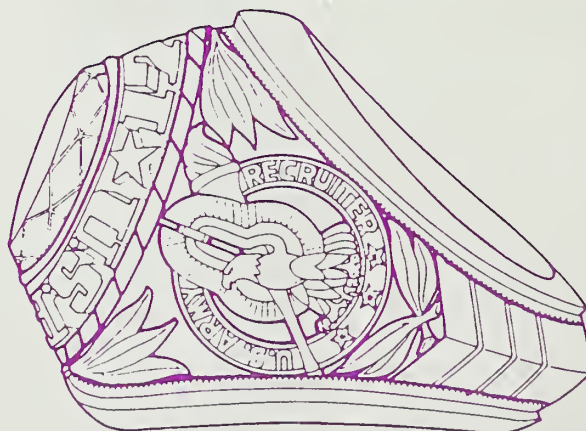
SSG Timothy P. Kerber
SSG Graeme Webster
SSG Victor L. Kemp

ST. LOUIS

SFC Raymond L. Mileur
SFC James A. Miller Jr.

TAMPA

SSG Edwin Matias



RSC Schedule

RSM March

Cinema Vans

ALBUQUERQUE, Mar 4 - 29
BECKLEY, Mar 2 - 29
JACKSON, Feb 23 - Mar 29
KANSAS CITY, Mar 1 - 29
LANSING, Mar 1 - 26
MILWAUKEE, Feb 23 - Mar 5
MONTGOMERY, Mar 2 - 29
PITTSBURGH, Mar 15 - 29
SALT LAKE CITY, Mar 3 - 29

Cinema Pods

BALTIMORE, Mar 1 - 26
CLEVELAND, Mar 14 - 27
COLUMBIA, Feb 23 - Mar 10
COLUMBUS, Mar 17 - 29
FORT KNOX, Mar 24 - 27
HARRISBURG, Mar 2 - 18
HOUSTON, Mar 1 - 29
LANSING, Feb 23 - Mar 5
MILWAUKEE, Mar 8 - 29
MONTGOMERY, Mar 23 - 28
NEW ORLEANS, Mar 2 - 29
NEW YORK CITY, Mar 22 - 29
ST. LOUIS, Feb 23 - Mar 12
SYRACUSE, Mar 2 - 29

High Tech

NEW ORLEANS, Mar 8 - 29
SAN ANTONIO, Feb 23 - Mar 4

Answers to the Test

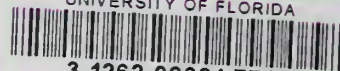
1. d. AR 140-10, UR 140-3, UR 601-96
2. b. USAREC Reg 601-37, para 2-6 g
3. b. USAREC Reg 601-51, para 4-6 b
4. c. USAREC Reg 601-51, para 4-6 c
5. d. USAREC Reg 601-67, para 1-5 i(5)
6. c. USAREC Reg 350-6, para E-1 (19)(b)
7. a. USAREC Reg 601-72, para 4-4 b
8. b. USAREC Reg 601-73, para 6 g(2)
9. b. USAREC Reg 350-7, Appendix O, para O-2
10. d. USAREC Reg 350-6, para C-1
11. c. USAREC Reg 350-6, para 3-15 b
12. a. USAREC Reg 350-6, para 4-7
13. d. USAREC Reg 350-4, para 3-10
14. c. USAREC Reg 350-4, Summary
15. a. USAREC Reg 350-7, para 7-5 a

Training Tip

Question: How long should a telephone call last when calling to make an appointment with a prospect?

Answer: While there is no concrete answer as to the length of your telephone call, remember that your call is an interruption for the prospect and should be as short and professional as possible. A good guideline to use is to try to keep your calls less than 5 minutes in length.

To keep your call short, try to have as much information as possible about the prospect before you make the call. Also plan your questions before hand. Practice them until you become proficient and can ask them automatically without any hesitation. And remember to always be sincere and positive when talking with your prospect.



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Student, Palo Alto College
Specialist, U.S. Army Reserve
238th Maintenance Company

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